DECISION-MAKING, PROFESSIONAL AUTONOMY, AND THE RATIONING OF CARDIAC CARE IN ONTARIO

As the demand for limited hospital resources grows, so does the tension between policy makers and clinicians. The objective of this paper is to explore this tension through an examination of the rationing of cardiac care in a large tertiary-care urban teaching hospital in Ontario, Canada.

10 The study was funded in part by the Canadian Institute for Health Research through the Canadian Priority Setting Research Network.
HIGH INVOLVEMENT WORK PRACTICES AND PERFORMANCE: DOES EMPLOYEE SATISFACTION MEDIATE THE RELATIONSHIP? EVIDENCE FROM CANADIAN HEALTHCARE ESTABLISHMENTS

Many organizations have adopted a variety of progressive human resource management practices with the objective of improving organizational performance. There is a large body of evidence to show organizations which adopt high involvement practices are able to secure enhanced organizational performance. To date, management scholars know little about the mechanism by which these practices impact performance. It has been suggested that employee satisfaction may play a seminal role in mediating this relationship. Using data from a large sample of Canadian hospitals and long term care establishments, employee satisfaction was found to have a strong mediating role in this relationship.
10 YEARS OF HEALTH CARE STUDIES: A PARADIGM SHIFT

Health care management has recently become one of the most dynamic fields, yet the major intellectual structure of this field is not as clear as expected. In order to identify the invisible network of knowledge production in health care studies, a generic model is proposed in this study to describe the paradigm shifts in health care in the last decade (1997-2006). With 32606 citations of 2085 journal articles from SSCI, this model helps identify the most important publications and the most influential scholars as well as the correlations between the significant documents using citation and co-citation analysis. A mapping of health care studies in the last decade is then drawn to describe the current research themes in this area and the paradigm change in health care research.
COMMUNITY PARTICIPATION IN ASSERTIVE COMMUNITY TREATMENT PROGRAMS IN ONTARIO\textsuperscript{11}

Assertive Community Treatment (ACT) programs have been used in Ontario since the 1980s to provide community-based care to individuals with severe mental illness. This paper reports on the extent to which ACT programs have implemented program standards related to community participation, and it examines specific barriers to full compliance.

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THE GROWTH OF WORKSITE HEALTH PROMOTION IN CANADA

Worksite Health Promotion (WHP) is becoming increasingly recognized as an important contribution to controlling growing employee health care benefit costs (Baxter, 2002; Milano, 2007). This study identifies the WHP activities currently implemented and levels of employee participation in leading Canadian firms. Differences exist between small, medium and large organizations but all benefit from WHP and are increasing activities across multiple dimensions.

12 This research has been generously funded by a grant from The Change Foundation of Ontario and the Government of Ontario. The views expressed here do not reflect those of either organization.
COMPARING CANADIAN AND JAPANESE HOSPITALS

Surveys and interviews with three Canadian and Japanese hospitals collected data on operational characteristics and one archetypical feature of Japanese management, centralization. The findings indicate that Canadian hospitals have much higher staffing levels and overall costs as the facilities are used more intensely. It appears that Japanese decision-making is more centralized, largely due to different governance structures.
LES DÉTERMINANTS DE LA CAPACITÉ D’ABSORPTION DES CONNAISSANCES CHEZ LES GESTIONNAIRES DES SERVICES DE SANTÉ : UNE PERSPECTIVE INDIVIDUELLE

L’importance de la capacité d’absorption des connaissances a été largement démontrée. Cet article documente la pertinence de son application auprès des gestionnaires des services de santé et contribue à ses assises théoriques en proposant un nouveau cadre conceptuel sur la base des failles identifiées dans la littérature.
THE DILEMMA OF ACCOUNTABILITY IN THE HEALTH CARE SYSTEM

This article reports on a qualitative study of medical professionals that assessed the utility of financial incentives and external control methods derived from agency theory to ensure accountability in health care delivery. The authors argue that methods derived from stewardship and institutional theories can extend principal-agent perspective.